"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 1.1 Improve discharge planning from institutional settings for individuals at risk of homelessness.	Action 1.1.1 Develop, identify and implement process improvements for discharge of high risk populations (women with children, youth in foster care, medically fragile, parenting teens, SMI families, persons with substance abuse, and other underserved populations)	C. Moran Flaherty	IAC Work Group	No one is released out of the state's care into homelessness Releasees are successfully integrated into the community	• Meet with affected agencies to determine current process • Identify strategies to address problem • Develop risk assessment tool to identify individuals at risk of being discharged to homelessness • Identify resources to assist persons with housing prior to release • Implement strategies • Evaluate • Revised as needed	1 year

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager¹**	**Implementer²**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.1.2 Create more transition services for persons exiting the state's care	C. Moran Flaherty	IAC Work Group	Persons exiting state care have the bridge to permanency	• Meet with affected agencies to determine gaps and services • Identify strategies to address problem • Identify resources to address need • Implement strategies • Evaluate • Revise as needed	1 year

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.1.3 Identify and implement specific action to ensure foster children exiting care have a safe affordable place to live, a support network and training and education opportunities	C. Moran Flaherty	DES Children's Action Alliance	Youth leaving foster care have the opportunity to succeed	- Support the key adult/youth connection - Increase training - Provide information on the rights of foster children - Develop other sources of information - Expand opportunities to learn and practice independent living skills - Create an environment that encourages youth to complete high school - Create an environment that helps youth from foster care continue with post-secondary education - Ease the housing transition	3 years

"Family Policy Academy"Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
					• Increase the Independent Living Subsidy rate	
	Action 1.1.4 Create a plan for each person in state's care prior to release which includes access to resources, services and housing placement options	C. Moran Flaherty	IAC Work Group	Plan is in place and monitored to assist consumer in smooth transition from state care	• Meet with affected agencies to determine current processes • Develop plan to be used by each agency with monitoring of plan included • Identify and obtain resources needed • Implement process • Evaluate • Revise as needed	2 years

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.1.5 Provide mentors prior to release and continue mentor program through release and reentry	M. Medina	Faith-Based Organizations IAC Work Group	Mentors are provided to persons prior to and after release	• Identify populations that can benefit from having a mentor • Determine potential personnel to serve as mentors • Determine persons who can assist mentors with concerns / issues • Provide training / guidance to mentors • Determine effectiveness of use of mentors and revise as needed	1 year

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	GOAL I: Close the Front Door					
	PRIORITY ONE: Prevention					
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.1.6 Identify and implement options to ensure individuals have continuity of services from institutional settings to transition to permanent settings.	C. Moran Flaherty	IAC Work Group Legislature	Ongoing services are available upon discharge Funding to follow consumer through system.	• Identify statutory / policy restrictions on funding restrictions • Revise as appropriate • Identify funds available from current sources • Establish multidisciplinary team to plan consumer services if statutory restrictions cannot be eliminated	2 years

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GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 1.2 Improve access to mainstream supports through improved outreach and elimination of existing barriers which prevent easy access	Action 1.2.1 Educate service and community network so that public and private case managers know what resources are available through information sharing and cross training	C. Moran Flaherty	Community Action Programs IAC Work Group CoCs AZCEH	Persons at risk of and who are currently homeless have knowledge of and easy access to many support services Participation by those at risk of homeless-ness in mainstream service programs is increased	• Identify current processes in place to educate case managers • Develop educational tool / training for case managers • Disseminate information to case managers • Determine effectiveness of education process • Revise as necessary	5 years

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.2.2 Educate providers and consumers about the TANF time limitations and accountability	P. Harrington	DES	Providers and consumers are clear regarding their roles/responsibilities in TANF program	• Information is explained to consumers so that they are aware of their responsibilities • Providers reinforce consumer roles and time limits at each visit • Develop posters for the offices reminding consumers of the TANF time limit • Training to homeless services/housing providers	1 year
	Action 1.2.3 Creating linkage(s) for homeless families and those at-risk of homelessness to affordable housing units	ADOH	DES Providers CAP Agencies	Increase in access for special populations, youth, elderly, victims of domestic violence and in rural areas	• Establish collaboratives to link families • Educate families • Evaluate linkages and adjust as appropriate	2 year

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.2.4 Cross train and co-locate public and private case mangers so workers at sites convenient to consumers can process all paperwork needed at one time	C. Moran Flaherty M. Medina	CoC IAC Work Group	Case Managers are trained and co-located for easy access to and provision of services	• Identify space for co-location • Identify funding for training and space needs	2 years

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.2.5 Increase access to and rate of families receiving child support to increase family income	L. Hodges, DES	Legislature Attorney General's Office K. Varvel-Hartsell	Individuals receive all court-ordered child support in a correct amount and timely	• Assist persons in child support process to expedite receipt of payments • Remove barriers to timely receipt on case-by-case basis • Follow up to ensure barriers are removed so that payments can be made • Ensure child support is discussed at interviews for services • Educate consumers on the importance of seeking child support order • Follow-up with customers who have begun child support process	3 years

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
					• Explore innovative programs to encourage involvement of fathers and access to children	
	Action 1.2.6 Link peer support, community mentors and/or volunteers to families and individuals	M. Medina	CAPs CoCs FBOs	Families/individuals are provided adequate support to meet their needs	• Determine skills needed by persons to provide peer support/ mentoring • Meet with Volunteer coordination agencies to recruit volunteers • Identify number of individuals needing a mentor • Identify number of volunteers needed • Match volunteers with families / individuals • Track progress	12 months

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.2.7 Expand outreach through the Community Action Programs (CAPs) and School systems to people at risk of homelessness	M. Medina C. Moran Flaherty	CoC Coalition CAP Agencies School Administrators Associations - Homeless School Liaisons	Outreach efforts are expanded to areas where homeless individuals/youth congregate	• Identify entry points in the system with insufficient outreach efforts • Develop strategies to expand outreach efforts • Implement • Evaluate • Revise as needed	1 year
	Action 1.2.8 Increase availability of and access to existing funds for homeless prevention (e.g. eviction/foreclosure prevention, car repair, Grant Diversion, education and utility assistance) – create flexible funding pool for unique needs	K. Varvel Hartsell	IAC Work Group Legislature CAPs	Decrease in the incidence of homelessness Increase access and utilization of Grant Diversion resources	• Analyze current prevention strategies • Identify gaps in prevention services • Develop additional strategies to fill gaps • Evaluate progress • Revise as needed	2 years

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door

PRIORITY ONE: Prevention

Strategy(-ies)	Action(s)	Manager[1]	Implementer[2]	Expected Outcomes	Benchmarks	Completion Date (Estimated)
	Action 1.2.9 Promote utilization of the TANF Grant Diversion Program	P. Harrington V. Wood	T. Columbo	TANF Grant Diversion Program is a viable alternative to receiving benefits	• Action plan is developed for the consumer to be successful using the Grant Diversion Program • Support services such as rental assistance, car repair, etc., are available to assist in meeting action plan goals • Policies revised as necessary • Funding is identified • Follow up is provided to consumer to promote success • Marketing Plan Program – implementation to CAP agencies	1 year

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 1.3 Increase the use of Risk Assessment tools and processes to quickly identify people at risk of homelessness	Action 1.3.1 Identity and review the use of existing risk assessment tools in both public and private sector agencies	C. Moran Flaherty	IAC Work Group CoC	Identify families at risk of homelessness and target intervention to prevent homelessness	• Determine agencies that currently utilize risk assessment tools • Research tools used in other states • Determine feasibility of other tools for applicability to Arizona • Meet with public and private agencies to determine use by the agencies	1 year

"Family Policy Academy"Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.3.2 Develop and implement tools (universal if possible) that can be used by public agencies and homeless providers but also at Community Action Associations, schools, community health centers, etc. to do risk assessment to identify families at-risk of homelessness – tool should link to/build on those already in use	C. Moran Flaherty	IAC Work Group CoC AZCEH CAPs	Universal risk assessment tool is available for use by various agencies Decrease in the number of homeless persons	• Meet with affected agency to discuss issues • Create definition of "homelessness" and definition of "at risk of homelessness" and create rating scale to prioritize high risk groups for intervention • Identify current tools in use • Identify gaps in current process • Develop tool that could meet the needs of a large number of agencies • Provide training • Evaluate • Revise as needed	1 year

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.3.3 Link tool use requirement to funding requirements/contracts (e.g. state and private funders)	C. Moran Flaherty	IAC Work Group CoC Other Private funders	Ensure utilization of risk assessment tool is tied to receipt of funds by agencies	• Include use of risk assessment tool in contracts documents • Involve United Way in decision making process • Include requirement in monitoring of contracts	2 years

"Family Policy Academy"Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 1.4 Increase public awareness	Action 1.4.1 Implement public education campaigns about prevention and resources that are available	M. Medina	CoC Coalition IAC Work Group	Persons at-risk of homelessness, providers, public officials and the general public know the benefits of preventing homelessness and more about how to prevent homelessness	• Meet with agencies to brainstorm marketing campaign ideas • Research materials used in other states • Analyze material for applicability in Arizona • Develop campaign • Contact media outlets for PSA development • Set up presentations in various forums such as schools, agencies , etc. • Gather feedback • Revise as needed	5 years

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.4.2 Identify and integrate existing innovative poverty prevention strategies such as: IDAs, promotion of the EITC and financial planning skills education into service programs	K. Varvel-Hartsell, Governor's Office	IAC Work Group CAP Agencies	Families are aware of the various financial options available to increase family income	• State agencies are proactive in educating persons they serve in taking advantage of all financial opportunities they are eligible for • Devise a marketing campaign to increase usage of IDA's, EITC etc. • Form a partnership with tax / financial institutions to assist with marketing campaign • Contact media outlets for PSA development	5 years

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY ONE: Prevention						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.4.3 Increase provider education	M. Medina	IAC Work Group CoCs Coalition	Providers are continuously updated on new options for consumers	• Methods are developed and implemented for distribution with the latest options highlighted • Informational forums are held as needed to update information	1 years
Progress to Date		**Barriers and/or Situational Changes**			**Immediate Next Steps (including potential technical assistance needs)**	

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY TWO: System Integration and Support Services Coordination						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 2.1 Create and expand technology tools to create a one-stop info access to social service information for consumers, public and private agency staff and community.	Action 2.1.1 Implement 211	K. Varvel-Hartsell, Governor's Office	Governor's Office IAC Work Group	System is easier to access More tools and information are provided to public and private case managers Comprehensive and real time information about services is available	• 211 system is developed and implemented to meet agency needs • Agencies trained on the system • Marketing plan is developed to disseminate information to affected entities	5 years
	Action 2.1.2 Link existing webpages (e.g. ArizonaSelfHelp, Health e-application, SeniorBenefits Check-up) and collaborative community resources to 211 and I&R	K. Varvel-Hartsell, Governor's Office	Governor's Office Interagency Council Work Group	System is easier to access More tools and information are provided to public and private case managers Comprehensive and real time information about services is available	• Appropriate webpages are linked to 211 system • Marketing plan is developed to disseminate information to affected entities	5 years

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY TWO: System Integration and Support Services Coordination						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 2.1.3 Link 211 webpage and I&R/211 call center operator training to resource directory	K. Varvel-Hartsell, Governor's Office	Governor's Office Interagency Council Work Group	System is easier to access More tools and information are provided to public and private case managers Comprehensive and real time information about services is available	• Appropriate webpages and call centers training is provided • Marketing plan is developed to disseminate information to affected entities	5 years
	Action 2.1.4 Create hard copy and web-based resource directory for case managers	C. Moran Flaherty Governor's Office	Children's Cabinet IAC Work Group CoCs Coalition	System is focused on consumer needs and is easier for consumer to navigate More tools and information are provided to public and private case managers Process of obtaining services is faster and more "user-friendly"	• Utilize I&R resource directory as a basis for creating case manager directory • Research web-based directories currently utilized • Link to other websites as appropriate • Design and implement	2 years

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY TWO: System Integration and Support Services Coordination						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 2.1.5 Implement HMIS and use it as a model for improved, cross-system case management through information sharing – promote expansion of this idea to other social service sectors	C. Moran Flaherty	Interagency Council Work Group CoC	System is easier to access More tools and information are provided to public and private case managers Comprehensive and real time information about services is available	• HMIS is used by appropriate agencies • HMIS is expanded to additional agencies as identified • HMIS is modified/ upgraded to meet current needs of the agencies • Use of HMIS by homeless service/housing providers required for state funding	2 years
	Action 2.1.6 Place tools to access information and apply for services in the community and utilize community partners like one-stop centers and CAPs	C. Moran Flaherty	IAC Work Group CAPs CoC Coalition	Customers identify and access services directly	• Meet with affected entities to identify needs • Identify tools available • Implement in appropriate agencies • Evaluate • Revise as needed	3 years

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY TWO: System Integration and Support Services Coordination						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 2.2 Create and expand universal applications (paper and web-based) and streamlined application and eligibility processes	Action 2.2.1 Research legal, policy and process barriers to creating universal applications and streamlined eligibility processes	K. Varvel Hartsell Governor's Office	Children's Cabinet IAC Work Group	Barriers are identified	• Identify Best Practices • Research other entities / states processes • Identify barriers to streamlining • Determine applicability of best practices / processes to Arizona • Implement	18 months
	Action 2.2.2 Promote creation of on-line applications and eligibility determination	C. Moran Flaherty	IAC Work Group	Increase access for more timely submission of application and determination of eligibility	• Identify current on-line application capabilities • Implement as required • Evaluate • Revise as needed	2 years
	Action 2.2.3 Implement on-line applications	C. Moran Flaherty M. Medina	IAC Work Group CoC Coalition	Improved access to application	• Train private/public staff and case managers	2.5 years
	Action 2.2.4 Implement private case managers doing eligibility and paperwork processing	C. Moran Flaherty	IAC Work Group Legislature	Improved access to services	• Legal agreements developed and signed • Training • Develop and implement pilot	2.5 years

"Family Policy Academy" Action Plan for Arizona

GOAL I: Close the Front Door						
PRIORITY TWO: System Integration and Support Services Coordination						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 2.3 Implement multidisciplinary teams /Assertive Community Treatment Teams	Action 2.3.1 Expand use of "individualized" case plan and other effective models	C. Moran Flaherty	DES ADHS		• Identify best practice models for ideas • Identify and obtain funding • Identify families requiring multi-disciplinary teams • Train case managers and other support service providers in developing case plans that meet consumer's needs • Implement individual case plan	2 years
Strategy 2.4 Explore family strengthening strategies and other innovative programs	Action 2.4.1 Identify what is already being funded and grantees	K. Varvel-Hartsell	IAC Work Group CoC CAPs Consumers	Long-term self-sufficiency and unification of families	• Identify current funding and entities receiving funding • Obtain funds	3 years
	Action 2.4.2 Explore using new TANF and ACF marriage funds for relationship classes, character building and other innovative programs	C. Moran Flaherty	IAC	TANF funds are maximized for innovative programs	• Determine allowable use of funds for innovative programs • Implement as appropriate	

"Family Policy Academy" Action Plan for Arizona

GOAL II: Open the Back Door (meeting individual needs)

PRIORITY ONE: Housing

Strategy(-ies)	Action(s)	Manager[1]	Implementer[2]	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 1.1 Increase access to permanent supportive housing	Action 1.1.1 Develop capacity among funders, developers, providers and financial institutions	C. Moran Flaherty	ADOH ADHS ADC	Increase in housing with support services	• Identify potential partners, identify faith based organizations, and community-based organizations • Define the need/gap • Provide technical assistance to put together financing for building and services	2 years
	Action 1.1.2 Implement new models such as "Housing First"	A. Rael, ADOH	3 Continuum of Care Coordinators- • V. Van Dreel • B. Montros • A. St. Peter	Make new models available	• Research new models • Create inventory of models and Best Practices • Provide a forum for education and development • Implement • Replicate	3 years
	Action 1.1.3 Identify options for supportive services for persons who are not Medicaid eligible	A. Rael	Governor's Office ADOH ADHS Providers	Increase in personal support for persons who are not Medicaid eligible	• Define need • Identify fund source (existing funding and options) • Design system	2 year
	Action 1.1.4 Create stronger linkages between behavioral health, primary health care and housing providers to strengthen access to and funding for support services	C. Moran Flaherty	IAC Workgroup	Housing First support services resources are identified Ongoing policy for access to and funding for services is in place	• Define available services • Define access role • Identify policy changes • Provider training	1 years

"Family Policy Academy" Action Plan for Arizona

GOAL II: Open the Back Door (meeting individual needs)						
PRIORITY ONE: Housing						
Strategy(-ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 1.2 Permanent housing	Action 1.2.1 Identify affordable units by implementing socialservices.com	A. Rael, DOH	ADOH Coalition and Implementers	Affordable units are identified and providers are using the system	• Survey providers during the year regarding use of socialservices.com • Gaps identified • Units identified • Marketing	6 months
	Action 1.2.2 Create the linkage(s) for homeless families to affordable housing units	ADOH	DES Providers CAP Agencies	Increase in access for special populations, youth, elderly, victims of domestic violence and in rural areas	• Establish collaboratives to link families • Educate families • Evaluate linkages and adjust as appropriate	1 year
	Action 1.2.3 Increase homeownership on tribal lands	M. Vaughn, ADOH	Tribes Financial Institutions Providers Developers	Increased tribal homeownership	• Improve lending documents • Provide increased access to financial education • Identify model needs assessment tools • Establish a forum for resolution of infrastructure issues	2 years

Progress to Date	**Barriers and/or Situational Changes**	**Immediate Next Steps** **(including potential technical assistance needs)**

"Family Policy Academy"Action Plan for Arizona

GOAL II: Open the Back Door (meeting individual needs)						
PRIORITY TWO: Employment and Livable Incomes						
Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 2.1 Increase access to child care	Action 2.1.1 Obtain increased funding for child care wait list	P. Harrington	C. Shorr, DES	No waiting list	• Legislature funds programs	2 years
	Action 2.1.2 Encourage employers to provide child care	P. Harrington K. Varvel Hartsell, Governor's Office	C. Shorr	More employers provide child care	• Identify employer sponsored child care in place • Invite employers to forum to encourage provision of child care for employees • Educate employers on pros of providing child care	5 years
	Action 2.1.3 Implement Governor's School Readiness Board recommendations	K. Varvel-Hartsell, Governor's Office	Various	Recommendations in place and successful outcomes realized	• Review recommendations • Identify funding if needed • Implement as required	5 years
	Action 2.1.4 Add homeless as priority for child care services	P. Harrington	DES Governor's Office	Homeless families are provided child care services when needed	• Identify funding if needed • Review policy • Revise policy as needed	2 years
	Action 2.1.5 Increase allowable activities for child care services – counseling, vocational education for persons who are not eligible for TANF	P. Harrington	DES	Allowable activities are expanded	• Identify funding if needed • Review policy • Revise policy as needed	1 year

"Family Policy Academy" Action Plan for Arizona

GOAL II: Open the Back Door (meeting individual needs)						
PRIORITY TWO: Employment and Livable Incomes						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 2.2 Increase access to education and training	Action 2.2.1 Increase access to literacy, basic education, adult education, ESL, SSL	ADE (TBD)	IAC Work Group	Increase in the number of people accessing and completing courses	• Identify current programs in place • Identify extent to which homeless families access training • Seek support for expansion of existing programs • Identify gaps in current programs and funding • Expand programs in areas with most need • Obtain funding	2 years
	Action 2.2.2 Seek additional Jobs funding Increase access to transportation and other Jobs-funded services	P. Harrington	T. Columbo	Increase in the number of people accessing the Jobs Program	• Identify current funding and gaps in services • Identify types of jobs to be funded • Identify job opportunities in types of jobs to be funded • Solicit employer support for funding increases	1 year
	Action 2.2.3 Review existing use of all Job Training funds for efficiencies	P. Harrington	T. Columbo	More streamlined processes enable greater capacity	• Flow chart fund uses • Identify gaps / deficiencies • Provide process improvement to decrease inefficiencies	1 year

"Family Policy Academy" Action Plan for Arizona

GOAL II: Open the Back Door (meeting individual needs)						
PRIORITY TWO: Employment and Livable Incomes						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 2.2.4 Implement one standard employment plan among Jobs and Family Shelter providers	P. Harrington C. Moran Flaherty	T. Columbo	Simplified employment plan and reduced duplication	• Create a multi-agency case management team for homeless consumers • Review current plans and combine to meet agency requirements	6 months
	2.2.5 Develop pilot DES/Family Shelter Program to streamline eligibility for AHCCCS, Jobs, TANF, Child Care	P. Harrington C. Moran Flaherty	T. Columbo	Simplified eligibility process	• Establish Committee with representatives from agencies to develop simplified application • Review previous streamline efforts • Review policies from each agency to address federal/state requirements • Choose a pilot area/site • Revise as needed • Expand as appropriate	1 year
Strategy 2.3 Increase access to transportation for people living in rural areas	Action 2.3.1 Explore transportation options implemented in other jurisdictions	P. Harrington	T. Columbo	Transportation options expanded	• Research transportation options • Further explore options that would appear compatible with Arizona situation • Pilot various options • Evaluate various options • Expand as appropriate	5 years

"Family Policy Academy"Action Plan for Arizona

GOAL II: Open the Back Door (meeting individual needs)						
PRIORITY TWO: Employment and Livable Incomes						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 2.3.2 Explore option to allow family members and friends to be reimbursed for transportation services	P. Harrington	DES	Pool of persons who can be reimbursed for transportation services is expanded	• Identify potential pool of persons to provide transportation services • Determine feasibility / reliability / cost of pursuing various options • Implement as appropriate	2 years
	Action 2.3.3 Explore consortium of businesses, service agencies and state and local government agencies to create a transportation network	P. Harrington	DES	Private sector is proactive in solving the transportation issues in the community	• Identify geographic areas of need • Identify business leaders to provide input / support • Identify funding required • Identify options for businesses to take the lead • Pilot in Casa Grande / Pinal County	5 years
	Action 2.3.4 Improve access to auto repair services	P. Harrington	DES	Able to get auto repair at low cost	• Identify best practices such as "Beyond Welfare" and Labor's Community Service Agency • Identify auto repair shops • Identify current programs • Disseminate information • Identify options for new programs	5 years

"Family Policy Academy" Action Plan for Arizona

GOAL II: Open the Back Door (meeting individual needs)						
PRIORITY TWO: Employment and Livable Incomes						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 2.4 Provide support to obtain tools, licenses, certificates and job resources	Action 2.4.1 Provide information to eligible TANF consumers, providers, training institutions and employers about the availability of these supports	P. Harrington	T. Columbo	Number of JOBS participants increases	• HMIS News Flash "Did You Know" • Healthy Arizona application – highlighting what is available • Identify options	1 year
Strategy 2.5 Place consumers in jobs with health care benefits	Action 2.5.1 In partnership with other organizations, work to increase placements in jobs with health care in Jobs Program	P. Harrington	T. Columbo	Placements with health care increase	• Identify occupations that routinely offer health care coverage • Educate case managers on health care programs that may be available to unemployed or working poor • Work with AHCCCS to expand coverage / identify coverage for persons outside the safety net • Marketing • Recognize	1 year
Progress to Date			**Barriers and/or Situational Changes**		**Immediate Next Steps (including potential technical assistance needs)**	

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"Family Policy Academy"Action Plan for Arizona

GOAL III: Build the Infrastructure (expanding capacity)						
PRIORITY ONE: Affordable Housing						
Strategy(ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 1.1 Create a real time housing inventory and provide access to information for families	Action 1.1.1 Implement SocialService.com	A. Rael	ADOH/Contractor	Families have access to information they need	• Socialservice.com and 211 are up and running with current information on housing available in the state	1 year
	Action 1.1.2 Implement 211 System	K. Varvel Hartsell	Gov. Office/ Homeland Security	Families have immediate access to information needed	• Finalize System Design • Detail implementation schedule	5 years
	Action 1.1.3 Update systems more frequently to achieve real time status	K. Varvel Hartzell	ADOH DES	Up-to-date information is available	• Determine timeframe for updating systems	3 years
	Action 1.1.4 Train case managers, etc. on availability of tool and how to use it	A. Rael K. Varvel Hartsell	IAC Work Group	Case Managers are knowledgeable about the system	• Develop curriculum • Provide training • Evaluate and redesign training	3 years

"Family Policy Academy"Action Plan for Arizona

GOAL III: Build the Infrastructure (expanding capacity)						
PRIORITY ONE: Affordable Housing						
Strategy(ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 1.2 State Agencies have housing (not shelter) as a goal	Action 1.2.1 Policy reflects priority of permanent housing for homeless families	C. Moran Flaherty K Hartsell	IAC Work Group	Increase in the number of homeless families obtaining permanent housing	• Policy forum with funders permanent housing vs. shelters • Define the importance of this policy shift • Identify actions needed to reduce the negative impact • Implement	6 months
Strategy 1.3 Increase the number of Section 8 vouchers available	Action 1.3.1 Encourage 100% utilization rates	A. Rael	PHA's/ADOH	All available vouchers are used	• Identify PHA with unused vouchers • Families on waitlist are signed up for vouchers	6 months
	Action 1.3.2 Advocate for more AZ vouchers	M. Medina K. Varvel-Hartsell, Governor's Office	ACEH/ADOH	More Section 8 vouchers available in AZ	• Legislation introduced at Federal level • Support from Admin for vouchers • AZ congressmen co-sponsor legislation	3 years

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GOAL III: Build the Infrastructure (expanding capacity)						
PRIORITY ONE: Affordable Housing						
Strategy(ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.3.3 Set aside a number of vouchers to pilot "housing first" for homeless families that would be in a variety of communities	K. Varvel Hartsell C. Moran Flaherty	PHA's / City	Expanded use of vouchers in additional communities	• Set aside exists for homeless families • Select Pilot Communities • Determine number of vouchers per community • Evaluate pilot • Adjust design & expand	3 years
Strategy 1.4 Increase for profit and non-profit capacity for affordable housing construction	Action 1.4.1 Bring housing providers (profit and non-profit) together with developers and investment community	K. Varvel Hartsell	ADOH	Increased capacity for construction of affordable housing	• Meeting between developers, investment community and housing providers • Region-specific affordable housing plans developed	1 year

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GOAL III: Build the Infrastructure (expanding capacity)						
PRIORITY ONE: Affordable Housing						
Strategy(ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	1.4.2 Link economic development strategies (including creation of affordable housing, jobs and income potential) to prevention efforts	K. Varvel Hartsell, Governor's Office	IAC Work Group Legislature	Economic development strategies are successful in preventing homelessness	• Incentives for developing affordable housing are identified • Funding for incentives provided • Meet with economic development organizations to brainstorm ideas and develop recommendations for action	5 years
	Action 1.4.3 Identify and disseminate information regarding available funding for housing development (i.e. tax credits)	A. Rael	IAC Work Group	Increased awareness of and access to funding options	• Appropriate funding identified	5 years
	Action 1.4.4 Engage neighborhood groups, local governments, and private property owners in discussions on solutions for hard-to-house families	C. Moran Flaherty	IAC Work Group	More diverse opportunities exist for housing hard-to-house families	• Crime free/drug free addendums would be analyzed and amended • NIMBY issues would be addressed • Solutions and resources identified	2 years

"Family Policy Academy" Action Plan for Arizona

GOAL III: Build the Infrastructure (expanding capacity)						
PRIORITY ONE: Affordable Housing						
Strategy(ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.4.5 Implement new ways to increase revenue streams: in-fill, redevelopment, historic preservation include affordable housing in mission	A. Rael, ADOH	DES ADHS IAC Work Group Private Foundations	Increase affordable housing through various developments/ projects	• Identify current funding streams • Identify potential funding streams • Request funding • Meet with historic preservation boards to solicit support/advocacy	5 years
	Action 1.4.6 Barriers to creation of affordable housing Review HUD-McKinney Affordable Housing bonuses and assess Arizona status	C. Moran Flaherty	CoC	Improved access to affordable housing	• Identify specific number of desired units to be created and goal date • Solutions to barriers are identified and addressed • Work with the Cities	1 year
	Action 1.4.7 Support implementation of the Maricopa Affordable Housing Initiative	K. Varvel-Hartsell	IAC Work Group	Broad-based community participation in the process	• Support the implementation of Maricopa affordable housing initiative	2 year

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GOAL III: Build the Infrastructure (expanding capacity)						
PRIORITY ONE: Affordable Housing						
Strategy(ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.4.8 Explore options for transitioning emergency and transitional housing providers from emergency and transitional shelter to permanent supportive housing	C. Moran Flaherty A. Rael	CofC ADOH ADES Foundations	Increase the available options for transitioning Decrease shelter days	• Identify options • Determine cost/benefit and feasibility • Implement options • Educate providers • Target funding to Housing	2 years
	Action 1.4.9 Explore and promote different types of housing (modular, multi-family and starter homes) built and utilized	ADOH	IAC Work Group	Information that will allow targeting of development to more appropriate types based on utilization	• Research building/ construction types, locations, utilization • Identify gaps for different types • Develop strategies to direct building to fill the gaps	3 years
Strategy 1.5 Develop and fund social service network in order to provide wrap around services for individuals in housing	Action 1.5.1 Develop and fund an ACT Team model	C. Moran Flaherty	IAC Work Group	ACT Model implemented	• Identify lead agency • Bring players together from DHS, AHCCCS, outreach teams, etc. • Identify funding • Explore need for legislation • Implement	1 year

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GOAL III: Build the Infrastructure (expanding capacity)

PRIORITY ONE: Affordable Housing

Strategy(ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
	Action 1.5.2 Prioritize permanent supportive housing in HUD grant	CofCs	CofC Coordinators	More permanent supportive housing is funded through CoC	• Unified support from CoC's for change in HUD scoring • Permanent supportive housing projects would receive weighted rating in scoring process	6 months
Strategy 1.6 Dedicate money for creation of affordable housing for 30% median income or below	Action 1.6.1 Increase funding of AZ Housing Trust Fund	A. Rael M. Medina	ACEH/ADOH	Increase in funding available in AZ HTF	• Investigate more stable funding source for HTF	3 years
	Action 1.6.2 Set aside portion of HTF for affordable housing for 30% median income or below	A. Rael	ADOH	Increase in funding for housing affordable to people below 30% of medium income	• ADOH establishes policy for allocation of funds	3 years
	Action 1.6.3 Develop and promote public and private funding combined to increase options such as: 1. Homeownership 2. Multi-family 3. Subsidies for homeless (California Manufacturers Association model)	K. Hartsell C. Moran Flaherty	IAC Work Group	California "like" model is developed and implemented	• Review California model • Identify and evaluate options for Arizona • Implement	3 years

Progress to Date	Barriers and/or Situational Changes	Immediate Next Steps (including potential technical assistance needs)

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GOAL III: Build the Infrastructure (expanding capacity)						
PRIORITY TWO: Employment and Livable Incomes						
Strategy(ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 2.1 Strengthen and increase TANF program ability to provide cash subsidies, fund supportive services and access to employment and child care	Action 2.1.1 Expedite eligibility process for TANF	V. Wood	DES/IAC/Consumers	Reduction in the time required for obtaining an eligibility determination. Reduction in the time required to access services	• Create EZ form that providers can complete and fill in for consumers to apply for TANF • Create universal application • Cross train eligibility workers and shelter staff on TANF, JOBS and child care • Certify employment plans completed by shelter staff as JOBS plans • Create categorical eligibility for TANF for homeless families	2 years
	Action 2.1.2 Review TANF policies to allow nontraditional work (substance abuse treatment, counseling) to meet work requirements	P. Harrington, V. Wood	DES	Work requirements are met through non-traditional options	• Policy options explored • Recommendations developed • Policy change complete	6 mo.- 1 year

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GOAL III: Build the Infrastructure (expanding capacity)						
PRIORITY TWO: Employment and Livable Incomes						
Strategy(ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 2.2 Involve early care and education community in preventing and ending homelessness (Headstart, childcare, pre-schools, etc.)	Action 2.2.1 Identify homeless children and target services to them	K. Ortiz, A. Ramirez	AZ Headstart Association, ADE, Governor's Office (SRB)	Linkages are established & children/families are identified early	• Training awareness on homelessness • Link homeless families with services	3 years
	Action 2.2.2 Identify extent to which homeless school liaison program has been implemented and target schools where implementation has not fully been realized	C. Moran Flaherty	DOE	Targeted schools have fully implemented school liaison programs.	• Identify target schools • Assess degree of implementation • Develop strategies for full implementation	1-3 years
	Action 2.2.3 Identify educational resources and disseminate to schools on homelessness in families and its impacts on children	C. Moran Flaherty	DOE	School personnel are knowledgeable of services for homeless children and families	• Identify resources • Disseminate information • Assess effectiveness	1-3 years

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GOAL III: Build the Infrastructure (expanding capacity)						
PRIORITY TWO: Employment and Livable Incomes						
Strategy(ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 2.3 Ensure that proper employment and training opportunities are available for homeless families	Action 2.3.1 Create/enhance linkages between employers or employment associations and homeless providers	P. Harrington	DES	A network would exist between providers and employment associations Homeless individuals would have access to jobs	• Directory exists that lists best practices for linking homeless families to job training and employment • Employment needs and opportunities would be documented • Contact employers and training programs • Create partnerships to identify new opportunities • Identify support needs • Define and implement strategies to meet needs	2 years

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GOAL III: Build the Infrastructure (expanding capacity)						
PRIORITY TWO: Employment and Livable Incomes						
Strategy(ies)	Action(s)	Manager[1]	Implementer[2]	Expected Outcomes	Benchmarks	Completion Date (Estimated)
	Action 2.3.2 Identify best practices for linking homeless families to job training and employment opportunities	P. Harrington	DES	Best practices are implemented to link families to jobs & training	- Identify Best Practices - Provide information to employers, training programs and provider agencies - Implement	2 years

"Family Policy Academy" Action Plan for Arizona

GOAL III: Build the Infrastructure (expanding capacity)						
PRIORITY TWO: Employment and Livable Incomes						
Strategy(ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 2.4 Engage higher paying industries in the hiring of homeless individuals	Action 2.4.1 Identify industries that would recruit and train homeless individuals	P. Harrington	Chambers, Small Business Association, etc.	Increase in number of homeless people hired into higher paying industries Increase in self-employment opportunities	• Industries identified • Incentives identified to engage industries • Commitment from industries to hire homeless individuals • Start-up costs for starting own business are identified / provided • On-going mentoring provided • Training on how to run your own business is provided • Identify potential employers • Create "Benefits of Hiring Individuals who are Homeless" marketing tool • Determine incentives and process	5 years

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GOAL III: Build the Infrastructure (expanding capacity)						
PRIORITY THREE: Respond to Policy and Regulatory Barriers						
Strategy(ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 3.1 Increase the number of times people can access the use of emergency food and shelter (EFSP) through policy changes	Action 3.1.1 Explore options for a waiver or exception to the EFSP policy that families can only receive one-time assistance payments	S. Moya	EFSP Board	Waiver or exception granted	• Contact with federal FEMA Board • Research if other states have waiver or exception	2 years
	Action 3.1.2 Explore other policy changes that would increase uses of EFSP funds	S. Moya	EFSP Board	Policy changes that increase availability of EFSP funds	• Other policy barriers are identified • Recommendations for policy change are defined and advocated	2 years
Strategy 3.2 Ensure Consolidated Plans include actions addressing homelessness	Action 3.2.1 Identify local expertise in area of homelessness to participate in planning process	C. Moran Flaherty	DOH/IAC	Issues of homelessness would be addressed in Consolidated Plans and actions would be identified by cities to respond to homelessness	• Participate in consolidated planning meetings • Ensure Homeless needs are addressed • Follow-up on actions in the plan(s)	2 years
	Action 3.2.2 Provide training and support for people who would like to participate in planning process	M. Medina	AZCEH	Interested parties have access to training about participation in planning processes and advocacy.	• Training curriculum developed • Training scheduled • People would be willing to speak at planning meetings	1 year

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GOAL III: Build the Infrastructure (expanding capacity)						
PRIORITY FOUR: Strengthen Health and Behavioral Health						
Strategy(ies)	Action(s)	Manager[1]	Implementer[2]	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 4.3 Strengthen homeless service providers' ability to appropriately respond to trauma issues resulting from Domestic Violence	Action 4.3.1 Strengthen relationships between homeless and DV programs	A. Bones	ACADV/ACEH	Increased collaboration to meet the needs of families	• Review operations, rules and agency cultures • Utilize HMIS to identify service options and make referrals	2 years
	Action 4.3.2 Cross training to support collaboration	A. Bones	ACADV/ACEH	People with trauma issues related to DV would have their needs met	• Training curriculum developed • Training scheduled and provided • Victim safety is assessed and provided for • Children are assessed for trauma due to witnessing violence	3 years
Strategy 4.5 Increase access to Food Stamps and nutrition for homeless families	Action 4.5.1 Increase participation in the Food Stamp program by homeless families	M. Medina	AAFB, ACEH	Homeless families enrolled in Food Stamp program	• Outreach to homeless families on Food Stamp program	2 years
	Action 4.5.2 Expand School Lunch Program	G. Hildebrand	AAFB	School Lunch Program available to all homeless students	• Barriers to School Lunch Program identified	5 years

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GOAL III: Build the Infrastructure (expanding capacity)						
PRIORITY FOUR: Strengthen Health and Behavioral Health						
Strategy(ies)	**Action(s)**	**Manager[1]**	**Implementer[2]**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 4.5.3 Encourage provider agencies to provide balanced meals and balanced food boxes	G. Hildebrand	AAFB	Provider agencies can better meet the nutritional needs of children/families	- Identify resource options for donated food - Provide service providers with appropriate nutrition information - Provide trainings on how to create nutritious meals and food boxes	3 years
	Action 4.5.4 Explore options for changing USDA policy to allow the purchase of prepared food	G. Hildebrand	AAFB	Policy is changed	- Contact with federal USDA - Research if other states have policy	2 years

Progress to Date	**Barriers and/or Situational Changes**	**Immediate Next Steps (including potential technical assistance needs)**

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GOAL IV: PLAN FOR OUTCOMES						
PRIORITY ONE: Establish and achieve performance measures						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 1.1 Identify measurable outcomes for all State Agencies serving persons who are homeless	Action 1.1.1 Define system-wide outcomes by agency, program and population.	C. Moran Flaherty	IAC Work Group	Measurable indicators of the status of system and consumers	• Outcomes defined • Convene the Work Group	2 years
	Action 1.1.2 Collect data to track	C. Moran Flaherty	IAC Work Group	Tracking and reporting mechanism defined	• Identified sources of data	2 years
	Action 1.1.3 Consumer Outcomes - Implement and report on outcomes for state agencies	C. Moran Flaherty	IAC Work Group	Report of Outcomes	• Format finalized • Process finalized	3 years
	Action 1.1.4 Implement state/CoC performance evaluation project specific to consumer performance, including post program exit	C. Moran Flaherty	IAC Work Group	Statewide Evaluation Project implemented	• Pilot results reviewed • System changes completed • Ongoing tracking implemented	January 2005
Strategy 1.2 Manage to the Outcomes	Action 1.2.1 Create incentives for agencies to work with hardest to serve families	C. Moran Flaherty, ADES	IAC Work Group	Incentives are included in contracts	• Review funding sources • Identify options for inclusion in contracts	2 years
	Action 1.2.2 Collect data continuum-wide	C. Moran Flaherty, ADES	IAC Work Group	Finalize interagency data set continuum wide	• Define data set • Review among agencies	2 years

"Family Policy Academy" Action Plan for Arizona

GOAL IV: PLAN FOR OUTCOMES						
PRIORITY ONE: Establish and achieve performance measures						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.2.3 Develop and build links across data systems (including HMIS initiatives)	C. Moran Flaherty	IAC Work Group	Automated linkages across agencies are in place	• Identify systems with needed data • Identify options for linking the systems • Implement plan to create the linkages	2 years
	Action 1.2.4 Establish ongoing process for reviewing and responding to data	C. Moran Flaherty	IAC Work Group	Outcome review schedule established	• Identify participants • Define review protocol/process	3 years

"Family Policy Academy" Action Plan for Arizona

GOAL IV: PLAN FOR OUTCOMES						
PRIORITY ONE: Establish and achieve performance measures						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 1.3 Define protocols for information sharing across state agencies incorporating safety and confidentiality requirements/concerns	Action 1.3.1 Address safety and confidentiality issues of sharing information (DV, AIDs/HIV, Mental Health, etc.	C. Moran Flaherty	IAC Work Group	Protocol defined	• Summarize the issues • Identify resolution and include in the protocol.	2 years
	Action 1.3.2 Develop registry of homeless families and those at risk of homelessness receiving other state services to allow for prevention & early intervention services.	C. Moran Flaherty	IAC Work Group	State Agency consumer Registry in place	• Define Registry Content • Develop Registry or identify existing data system • Distribute Information • Establish ongoing update process	2years
	Action 1.3.3 Finalize Interagency Memoranda of Understanding regarding sharing of information	C. Moran Flaherty, ADES	IAC Work Group	MOUs established	• Create Template for the MOU • Review by Agencies • Finalize	3 years
Strategy 1.4 Ensure social service technology systems are working in collaboration	Action 1.4.1 Review of agency requests for systems development to ensure compatibility	K. Hartsell	GITA	Agency requests reviewed and recommendations provided	• Identify criteria for review of requests • Notify agencies of criteria • Establish review process	2 years

"Family Policy Academy" Action Plan for Arizona

GOAL IV: PLAN FOR OUTCOMES						
PRIORITY ONE: Establish and achieve performance measures						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.4.2 Evaluation of existing technology (public & private) to identify possible links.	K. Hartsell	GITA	Existing systems reviewed and recommendations issued	• Identify criteria for review of requests • Notify agencies of criteria • Establish review process	2 years
Strategy 1.5 Comprehensive, accurate and consistent measures and counts of homeless services, results, and people served.	Action 1.5.1 Identify technology to provide accurate count of homeless.		IAC Work Group	Technology identified and implemented	• Review information/methods from other jurisdictions.	1 year
	Action 1.5.2 Include people who are homeless in the planning and interpretation of the data collected.	C. Moran Flaherty	IAC Work Group	Consumers and persons who are homeless are included in planning and review of information	• Conduct focus groups • Compile results • Publish findings • Define & implement follow-up process	2 years
	Action 1.5.3 To ensure an accurate count and review of the information coordinate with law enforcement, consumers, non-profit agencies, outreach teams, etc.	C. Moran Flaherty	IAC Work Group	Accurate count of homeless families	• Identification of participants • Definition of role/ responsibilities • Development of recommendations • Implementation of recommendations	2 years

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GOAL IV: PLAN FOR OUTCOMES						
PRIORITY ONE: Establish and achieve performance measures						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 1.5.4 Engage additional communities in the street count.	C. Moran Flaherty	CoC	Additional communities conduct the street count	• Identify communities not currently involved • Development of presentation materials • Present benefits to communities • Follow-up / provide support in conducting the count.	1 year (on-going)

Progress to Date	**Barriers and/or Situational Changes**	**Immediate Next Steps (including potential technical assistance needs)**

"Family Policy Academy"Action Plan for Arizona

GOAL IV: PLAN FOR OUTCOMES						
PRIORITY TWO: Cost benefit analysis						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 2.1 Collect data to quantify cost of emergency services and cost-effectiveness of permanent supportive housing	Action 2.1.1 Work with administrative systems to collect data on service utilization of families and related costs	C. Moran Flaherty	HMIS/HUD data assessment –utilize HUD and Policy Academy Technical Assistance Funds (PA TA)	Clear definition of service utilization and costs	• Define data sources • Compile information	1 year
	Action 2.1.2 Complete a cost study to be Arizona relevant, low cost, and to reach convincing conclusions regarding services for families who are homeless	C. Moran Flaherty	IAC Work Group	Cost Benefit Study Complete	• Identify resources to complete the study • Design the study • Conduct the study • Finalize the study	2 years
	Action 2.1.3 Determine the effectiveness of services for families.	C. Moran Flaherty	IAC Work Group	Recommendations related to effectiveness	• Survey families • Analyze results • Incorporate action into overall Homeless Action Plan	3 years
Progress to Date		**Barriers and/or Situational Changes**			**Immediate Next Steps** **(including potential technical assistance needs)**	

"Family Policy Academy" Action Plan for Arizona

GOAL IV: PLAN FOR OUTCOMES						
PRIORITY THREE: Planning and System Redesign						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 3.1 Define the existing system and proposed new system	Action 3.1.1 Graphically describe the current system – pictures, charts, etc.	C. Moran Flaherty	IAC Work Group	Definition of the current system	• Agency by Agency Definition	1 year
	Action 3.1.2 Define the desired system	C. Moran Flaherty	IAC Work Group	Definition of the desired system	• Review of outcome data	1 year
	Action 3.1.3 Map the change points; policy, funding, practice and infrastructure changes needed.	C. Moran Flaherty	IAC Work Group	Identification of system-wide changes needed	• Definition of desired system • Identification of changes needed	18 months
Strategy 3.2 Change funding allocations to reach desired results	Action 3.2.1 Identify desired results (based on the outcome data) and current status.	C. Moran Flaherty	IAC Work Group	Desired outcomes defined and current status identified	• Review outcomes • Assess based on principles and goals	18 months
	Action 3.2.2 Assess current fund allocations	C. Moran Flaherty	IAC Work Group	Fund allocations assessed and changes implemented to achieve desired results	• Identify current funding allocations • Identify funding options / changes for filling the gaps	18 months
	Action 3.2.3 Identify priority areas for fund allocation changes and define the impact on the overall system	C. Moran Flaherty	IAC Work Group	Priorities and impacts defined	• Review funding allocation change recommendations	18 months
	Action 3.2.4 Review options for set asides for other funding sources to target homeless families	C. Moran Flaherty	IAC Work Group	Recommendations finalized	• Identify options • Review for feasibility • Assess impact on the systems	2 years

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GOAL IV: PLAN FOR OUTCOMES						
PRIORITY THREE: Planning and System Redesign						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 3.2.5 Rewrite state contracts to include incentives for implementation of outcome tracking and managing	C. Moran Flaherty	IAC Work Group	Outcome management included in the contracts	• Identify contracts impacted • Define incentives & funding sources	2 years
	Action 3.2.6 State agencies will include specific outcomes related to the funding provided	C. Moran Flaherty	IAC Work Group	Each Agency includes results desired in their contracts	• Review of funding sources / outcomes • Identification of priority changes in contracts.	2 years
Strategy 3.3 Identify and implement best practices, studies and research that result in desired effects (Arizona is a learning environment; aware of experience elsewhere)	Action 3.3.1 Include Arizona's successful strategies	C. Moran Flaherty	IAC Work Group	Identification of successful strategies	• Review of outcome data	2 years
	Action 3.3.2 Research & replicate best practices/innovative approaches	C. Moran Flaherty	IAC Work Group	Best practice/innovative approaches identified	• Review of literature • Summary of best practice/innovative approaches created	1 year
	Action 3.3.3 Establish an ongoing research to practice forum	C. Moran Flaherty	IAC Work Group	Research to Practice Forum provided on a regular basis	• Create partnership • Plan Forums • Schedule	2 years
	Action 3.3.4 Recognize Arizona Best Practice	C. Moran Flaherty	IAC Work Group	Arizona Best Practice reviewed and recognized	• Identify successful programs/ practices • Identify forum(s) for recognition	3 years

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GOAL IV: PLAN FOR OUTCOMES						
PRIORITY THREE: Planning and System Redesign						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 3.3.5 Involve the Arizona Universities in these efforts	C. Moran Flaherty	IAC Work Group	Arizona Universities are part of the Implementation Team	• Identify possible projects and participants • Provide overview of the initiative. • Determine role of University participants	2 years
Strategy 3.4 All state systems have as a goal "ending and preventing homelessness" (GITA, other state agency involvement)	Action 3.4.1 Addressing homelessness is included in the Strategic Plan of all State Agencies.	C. Moran Flaherty	IAC Work Group	State Agency Strategic Plans include Goal(s) to address the needs of people who are homeless	• Each Agency establishes goals and objectives. • Conduct agency review • Finalize	1 year
	Action 3.4.2 State Agencies conduct a formal policy review to identify policy barriers to addressing homelessness.	C. Moran Flaherty	IAC Work Group	Agency by Agency Policy Review Complete and List of barriers identified	• Definition of process and reviewers. • Identification of policies to be reviewed. • Identification of policy barriers.	18 months
	Action 3.4.3 State Agencies implement policy changes to remove the barriers.	C. Moran Flaherty	IAC Work Group	Policy (statutory or rules) changes are proposed and implemented.	• Internal agency review of proposed changes. • Legislation (if needed) drafted • Legislation passed	2 years

"Family Policy Academy" Action Plan for Arizona

GOAL IV: PLAN FOR OUTCOMES						
PRIORITY THREE: Planning and System Redesign						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
Strategy 3.5 Increase access to Support Services.	Action 3.5.1 Research the options for providing support sources (additional fund sources, partners, etc.)	C. Moran Flaherty	IAC Work Group	Identification of methods for expanding access to support services	• Define barriers to access • Review of other jurisdictions	1 year
	Action 3.5.2 Select options most feasible in Arizona and identify action needed to access those options.	C. Moran Flaherty	IAC Work Group	Priority options selected Action Plan for implementation	• Identify options • Assess feasibility in Arizona • Identify priorities	1 year
	Action 3.5.3 Implement increased access to support services		DHS, AHCCCS, DES	Quarterly status updates on action plan	• Implementation Team established • Quarterly meetings set	2 years
Strategy 3.6 Promote and Support the certification (such as Council on Accreditation certification) of agencies	Action 3.6.1 Identify incentives for programs to become certified/accredited.	C. Moran Flaherty	IAC Work Group	Incorporate Incentives into the contracts	• Define certification/accreditation options • Identify incentives • Identify funding needed	5 years
	Action 3.6.2 Encourage/expand certification opportunities to providers, encourage best practices, training, focus on outcomes	C. Moran Flaherty	IAC Work Group	Providers are accredited/certified Training on best practice is provided	• Identify best practice • Disseminate certification/accreditation info • Identify options for supporting the processes	5 years
Strategy 3.7 Implement interagency initiative(s) that would fund special projects targeting priority populations.	Action 3.7.1 Identify target priority populations and outcomes desired.	C. Moran Flaherty	IAC Work Group	Definition of priority populations for Interagency Initiatives	• Priorities from each agency • Outcomes selected	2 years

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GOAL IV: PLAN FOR OUTCOMES						
PRIORITY THREE: Planning and System Redesign						
Strategy(-ies)	**Action(s)**	**Manager**	**Implementer**	**Expected Outcomes**	**Benchmarks**	**Completion Date (Estimated)**
	Action 3.7.2 Identify fund sources – explore support services options, housing options, corrections options, etc.	C. Moran Flaherty	IAC Work Group	Fund source(s) identified and appropriated	• Identification of possible fund sources	1 year
	Action 3.7.3 Implement interagency initiative	C. Moran Flaherty	IAC Work Group	Implementation and monitoring of Interagency Initiative	• Establish Interagency Agreement regarding the initiative	2 years

Progress to Date	**Barriers and/or Situational Changes**	**Immediate Next Steps (including potential technical assistance needs)**

[1] The Manager is the individual responsible for coordinating each action.

[2] The Implementer is the individual (or entity) responsible for carrying-out each action.